

## **Analysis of Competencies, Individual Behavior and Trainee Satisfaction in Human Resource Development Center Regional Bukittinggi**

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### **ABSTRACT**

This study aims to analyze the competence of participants in the era of the covid-19 pandemic at the Bukittinggi Regional Human Resources Development Center (PPSDM Pusat Pengembangan Sumber Daya Manusia Regional Bukittinggi), analyze the individual behavior of trainees in the era of the covid-19 pandemic at the Bukittinggi Regional PPSDM, analyze the satisfaction of trainees in the era of the covid-19 pandemic at the Bukittinggi Regional PPSDM. This type of research is quantitative with descriptive methods and is carried out at the Bukittinggi Regional PPSDM. The data collection technique spread the questionnaire with a population of 120 trainees and validation tests using software Statistical Product and Service Solution (SPSS) version 24. The results of this study illustrate 1) Competence got the highest mean score of 4.675 and TCR of 93.5% is already very good. 2) Individual behavior, getting the highest mean value of 4.325 and TCR of 86.5% is good. 3) The e-learning method is a statement with the lowest value, namely with a mean value of 3.26 and TCR of 65.167% knowledge which is still low. 4) Customer satisfaction is a statement with the lowest value, namely with a mean value of 3.26 and TCR of 65.167% knowledge which is still low. 4) Customer satisfaction is a statement with the lowest value of 3.26 and TCR of 65.167% knowledge which is still low. got the highest score of the mean of 4.65 and the TCR of 93% with a good category. It can be concluded that of the 4 variables, 3 of them with a high category are good while the low category is in the knowledge variable of e-learning learning methods.

**Keywords :** Competence; Individual Behavior; E-Learning Methods; Participant Satisfaction.

### **INTRODUCTION**

At the beginning of 2020, there was a Covid-19 pandemic that hit Indonesia which has had a very big impact on the global community (Islam et al., 2021; Pokhrel & Chhetri, 2021; Reynilda et al., 2021; Struyf et al., 2022). Most obviously, this virus has changed the way humans carry out various kinds of activities in daily life. Since the outbreak of this virus, all activities in public places have been restricted and even prohibited from operating. The government has implemented physical (Curtin et al., 2003; Von Mises, 2011) distancing as an effort to suppress the spread of the Covid-19 virus. One of the sectors that has been significantly affected by the Covid-19 pandemic is basic education and training for Civil Servant Candidates (Latsar CPNS).

The CPNS Latsar process is an activity that seeks (Afrianus & Sugiono, 2022; Irawati et al., 2020; Razali, 2020) to transfer knowledge, attitudes, and skills to trainees. training is categorized as a service, because trainees benefit from the existence of training. One of them forms the behavior referred to here, which is to look at individual attitudes that need to be studied a lot, since personality is basically a psychological and behavioral characteristic of individuals of a permanent nature, which distinguishes individuals from one another (Cherian & Jacob, 2012; Clausson et al., 2003; Hazel et al., 2015; Torney-Purta, 2017)

According to research from (Brender et al., 2006; Poon & Wagner, 2001), one of the factors of success or failure in the implementation of an activity is that one of them is equipped first with a virtual learning method, then there must be virtual reciprocity in order for effective and efficient communication to occur. And the latter in the readiness of the network or application that corresponds to the conditions in the virtual or online moment.

According to (Liebers, 2022; Sukhov et al., 2021; Wang et al., 2018), satisfaction is a phenomenon of summarizing attributes along with other consumption emotions. Satisfaction is conceptualized as a feeling that arises after evaluating the experience of using a product. Satisfaction is also a feeling of pleasure or disappointment arising from comparing the perceived performance against the perceived results with their expectations. Satisfaction is an evaluation of the overall participants that have been obtained from the results of training activities at the Latsar CPNS 2020 activities also looking at the competence of participants during online or online learning methods.

Competencies that affect the quality of service for CPNS Latsar training participants in the era of the Covid-19 pandemic, this shows that competencies affect the quality of service that is getting better with their appropriate role in organizations that are relevant to expertise, knowledge, and abilities. The competencies possessed by individual employees must be able to support the implementation of organizational strategies and be able to support any changes made by management. In other words, the competencies that individuals have can support a team-based work system (Callanan, 2004; Holden et al., 2012; Liebers, 2022; Yauch, 2007)

The implementation of Latsar CPNS activities since 2020 began during the Covid-19 Pandemic, where training providers must adjust the technical training in accordance with the Circular Letter of the Head of the State Administrative Entity Number 10 / K.1 / HKM .02.3 / 2020 dated March 23, 2020 concerning Technical Guidelines online. The adjustments made are among others related to the learning process. The learning process that was originally carried out classically (face-to-face) changed to non-classical with the distance learning method, while during the Covid-19 pandemic, the portion of e-learning in the implementation of the CPNS Latsar was more than face-to-face. -to face.

The e-learning learning process when viewed based on the effectiveness and efficiency of the implementation of the e-learning training program that has been implemented shows that the positive reaction of the trainees to the e-learning training method is higher. compared to face-to-face trainees. One of the reasons is the flexible time in studying training materials using e-learning. But in fact, contrary to this, it is concluded that learning through e-learning is considered not yet fully effective in improving learning. This is because the process of implementing e-learning requires a stable internet connection in order to run smoothly. From the teacher's point of view, the teacher has not fully mastered the operation of e-learning.

The e-learning method gives lower results compared to the face-to-face method. One of the causes is due to inaccuracy in the use of material delivery techniques by the facilitator. This is what causes the competence of students to decrease because learning is carried out with e-learning on the MOOC (Massive Open Online Courses) application and Zoom during the Covid19 Pandemic. This is due to the inconsistency or imbalance of the theoretical and practical learning process in basic education and training activities for Civil Servant Candidates (Latsar CPNS) carried out by the government agency of Agam Bukittinggi Regency, West Sumatra

In the Latsar training activities during online, there were still many participants who complained about the obstruction of the network in each of their residences, then there were still those who did not understand in accessing applications used in learning, for example in the delivery of assignments that were often late, attendance was often forgotten.

There are many participants who do not comply with the rules, for example, such as not being disciplined in implementing zoom by turning off the camera screen and so on. Then most participants find it difficult to use applications used in learning methods such as: LMS (Learning Management System), MOOC (Massive Open Online Courses), and Zoom. And lastly I found that many participants did not understand the material given because it was hampered by the signal in the area of each participant then I had to repeat a few more times to repeat the material I delivered, so that the time ran out irregularly

Based on the above problems, the author examines "Competency Analysis, Individual Behavior and Satisfaction of Trainees in the Era of the Covid-19 Pandemic at the Bukittinggi Regional Human Resource Development Center

## METHODS

This research uses a quantitative approach to descriptive methods. The location of this study is at the Regional Human Resource Development Center Bukittinggi with a population of 120 trainees. Data collection techniques carried out by distributing questionnaires using google forms and validity tests were used with the help of Software Statistical Product and Service Solution (SPSS) version 24. The research design of this relationship by collecting s kala likert scores from four variables, namely competence, individual behavior, e-learning methods to participant satisfaction, then calculated the correlation coefficient. The subjects of this study were trainees at the Bukittinggi Regional PPSDM. Meanwhile, the object of this study is the satisfaction of training participants at the Bukittinggi Regional PPSDM.

## RESULTS AND DISCUSSION

**Table 1. Characteristics of Respondents By Gender**

Gender	Trainees	
	F	%
Man	43	36
Woman	77	64
<b>Total</b>	<b>120</b>	<b>100</b>

Based on respondents, there were 43 men (36%) and 77 women (64%). On average, it can be said that LATSAR trainees are more dominant in women than men.

**Table 2. Characteristics of Respondents By Age**

Age (Years)	Trainees	
	F	%
<20	0	0
21-30	82	68
31-40	38	32
41-50	0	0
50>	0	0
<b>Total</b>	<b>120</b>	<b>100</b>

The characteristics of respondents from latsar trainees based on age were 82 people (68%) age range 21-30 years, 38 people (32%) age range 31-40 years, and none of the respondents were 40-50 years old and above. It can be concluded that the most dominant being a respondent is the age range of 21-30 years.

**Table 3. Respondents' Last Education**

Education	Trainees	
	F	%
Junior High School	0	0
High School	0	0
D1/D2/D3	23	19
S1/D4	76	63
S2/S3	21	18
<b>Total</b>	<b>120</b>	<b>100</b>

Based on the last education , the respondents of the training participants were mostly 76 S1/D4 graduates (63%), 23 D1/D2/D3 graduates (19%) and 21 S2/S3 graduates (18%).

**Table 4. Description of Participant Satisfaction Variables**

Variable	No.	Statement Item	N	Mean	Tcr	Category
<b>Competence (X1)</b>	1.	Widyaiswara explains the direction and objectives in each learning	120	4,5	90	High
	2.	Widyaiswara gave participants the opportunity to ask questions and discuss.	120	4,625	92,5	High
	3.	Widyaiswara responds to questions	120	4,64166667	92,83333333	High

Variable	No.	Statement Item	N	Mean	Tcr	Category
	4.	that arise during learning. The material presented is in accordance with the material from the State Administration Institute of the Republic of Indonesia.	120	4,55	91	High
	5.	The learning methods used during online training helped me in understanding the training material.	120	4,24166667	84,8333333	High
	6.	The level of understanding of participants in general is good for the material presented	120	4,15	83	High
	7.	The implementation of the e-Learning learning method can be accessed by any obstacles when implementing zoom	120	4,34166667	86,8333333	High
	8.	Implementation of e-Learning learning methods on time according to schedule	120	4,25833333	85,1666667	High
	9.	I feel comfortable when education and training are provided	120	4,425	88,5	High
	10.	The training I got was very rewarding to improve my abilities and skills.	120	4,675	93,5	High

Variable	No.	Statement Item	N	Mean	Tcr	Category
Individual Behavior (X2)	11.	The material provided in the training helped me in doing the assigned tasks.	120	4,51666667	90,3333333	High
	12.	The methods used in the training made it easier for me to understand the training material.	120	4,325	86,5	High
	1.	I completed the personal task given by the wisyaiswara on time	120	4,59166667	91,8333333	High
	2.	I feel comfortable when education and training are provided online	120	4,39166667	87,8333333	High
	3.	I can understand the material provided by widyaiswara	120	4,35	87	High
	4.	I actively participate in activities during online training	120	4,39166667	87,8333333	High
	5.	I am excited (enthusiastic) in attending education and training online	120	4,475	89,5	High
	6.	I can work on assignments in groups online	120	4,45	89	High
	7.	I can understand the material presented by widyaiswara	120	4,45	89	High
	8.	I can use IT during online training	120	4,48333333	89,6666667	High
	9.	I can understand the module given by	120	4,325	86,5	High

Variable	No.	Statement Item	N	Mean	Tcr	Category
E-Learning Methods (X3)	10.	widyaiswara through MOOC The training I got online was very beneficial to improve my abilities and skills.	120	4,51666667	90,3333333	High
	1.	The learning method that uses the e-learning application helps me in learning teaching materials (modules).	120	4,30833333	86,1666667	High
	2.	I was able to enter or exit e-learning smoothly without any network interruptions and website interruptions.	120	4,11666667	82,3333333	High
	3.	During the online learning method, I was greatly helped in learning with the e-learning method.	120	4,16666667	83,3333333	High
	4.	The appearance of the e-learning front page is interesting and makes me excited in learning	120	3,95	79	Medium
	5.	The e-learning method can be accessed anywhere and anytime as long as the internet network still supports	120	4,40833333	88,1666667	High
	6.	Difficult internet access is an obstacle that is often faced during online training	120	4,075	81,5	High

Variable	No.	Statement Item	N	Mean	Tcr	Category
	7.	More emahamily the material presented by widyaiswara during online than the process of learning in person.	120	3,25833333	65,1666667	Medium
<b>Average</b>			<b>120</b>	<b>4,34583333</b>	<b>86,9166667</b>	<b>High</b>

Based on the table above, it can be seen that the satisfaction of trainees with the number of 120 respondents is categorized as high, this can be seen from the mean value with a high level of respondent's achievement. In the competency variable, the statement at point 10 gets the highest mean and TCR values compared to other point statements in this variable, namely the mean of 4.675 and the TCR of 93.5% with the high category. This explains that respondents agreed with the statement that the training obtained was very beneficial for improving abilities and skills. While the statement in point 6 is the statement with the lowest value in the competency variable, namely with a mean value of 4.15 and a TCR of 83% with a high category. This explains the respondents agreed on the level that the level of understanding of the participants in general was good towards the material presented. In this variable, all statements get a mean value above 4 with a high TCR and the whole in the high category.

**Table 5. Description of Trainee Satisfaction Variables**

Variable	No.	Statement Item	N	Mean	Tcr	Category
Participant Satisfaction (Y)	1.	The modules available in the application (MOOC) with self-study are clear, easy to read and understand by me.	120	4,23333333	84,6666667	High
	2.	The quality of the training material can add to my level of skill and knowledge	120	4,40833333	88,1666667	High
	3.	The training materials provided by widyaiswara are easy to understand and easy to apply in practice	120	4,33333333	86,6666667	High
	4.	The latsar starts on time, according to the rundown	120	4,45	89	High

Variable	No.	Statement Item	N	Mean	Tcr	Category
		of the event during the online				
	5.	I have adequate facilities (laptop and internet network)	120	4,33333333	86,6666667	High
	6.	Material according to the topic of training	120	4,51666667	90,3333333	High
	7.	Widyaiswara's ability to answer questions from Latsar participants	120	4,65	93	High
	8.	Ability in delivering material in accordance with the available time	120	4,51666667	90,3333333	High
	9.	Clarity of voice and intonation of the instructor in presenting the training material	120	4,55	91	High
	10.	The committee evaluates the abilities and knowledge of participants before and after the training	120	4,375	87,5	High
	11.	Clarity of voice and intonation of the tutor in bringing training material during zoom	120	4,44166667	88,8333333	High
	12.	The facilities and infrastructure for training latsar online are complete and adequate.	120	4,40833333	88,1666667	High
<b>Average</b>			<b>120</b>	<b>4,43472222</b>	<b>88,6944444</b>	<b>High</b>

Based on the table above, it can be seen that the variables of training implementation with trainee respondents totaling 120 people are categorized as high, because the mean value is **4.43** and the TCR is **88.69%**. This figure shows that the variables of training implementation from trainees are relatively good. In the problem analysis indicator with the statement item "The instructor's ability to answer questions of Latsar participants" is the highest indicator with a mean value of **4.65** and a TCR value of **93%** categorized as high. However, those that are classified as low or somewhat low are absent.

### Competence

Efendi (2015) states that competence is a behavior that can be observed and measured. The competency model describes a behavioral combination of knowledge, skills and experience with

the characteristics necessary to effectively demonstrate its role in the organization and the corresponding performance in the organization. Competence is like an iceberg where what is visible on the surface is a person's behavior while under the surface there is a very large potential that can determine the real competence that a person has (Kusmiati & Rahadi, 2020). This phenomenon can be described through the pyramid of competencies as follows:

Based on the results of data processing, it can be seen that customer satisfaction of latsar training participants with the number of 120 respondents is categorized as high, this can be seen from the mean value with a high Respondent Achievement Rate. In the competency variable, the statement at point 10 gets the highest mean and TCR values compared to other point statements in this variable, namely the mean of 4.675 and the TCR of 93.5% with the high category. This explains that respondents agreed with the statement that the training obtained was very beneficial for improving abilities and skills. While the statement in point 6 is the statement with the lowest value in the competency variable, namely with a mean value of 4.15 and a TCR of 83% with a high category. This explains the respondents agreed on the level that the level of understanding of the participants in general was good towards the material presented. In this variable, all statements get a mean value above 4 with a high TCR and the whole in the high category.

### **Individual Behavior**

According to Walgito (1990) in Pieter & Lubis (2010) the perilaku of the individual is influenced by several factors, namely 1) Personality, is a process of self-adjustment to the environment and the way the individual reacts and interacts with others. 2) Perception, is a process of paying attention, selecting to interpret environmental stimuli. 3) Attitude, a mental or emotional readiness to act. Attitude is a factor that must be understood in order to understand the behavior of others. 4) Ability, is the capacity of a person to carry out activities in work. Abilities include, physical abilities intellectual abilities. From some of the behavioral factors above, it can be seen in analyzing the perilaku individu of the peserta pesatihan satisfaction at the Bukittinggi Regional Human Resources Development Center (PPSDM). Based on the results of data processing, it can be seen that the individual behavior of trainees with a total of 120 respondents is categorized as high, this can be seen from the mean value with a high Respondent Achievement Rate. In individual behavior variables, the statement in point 1 gets the highest mean and TCR values compared to other point statements in this variable, namely the mean of 4.59 and the TCR of 91.83% with a high category. This explains that the respondent agreed on the statement that completing the personal tasks assigned by the widyaiswara was timely. While the statement in point 9 is the statement with the lowest value in the individual behavior.

variable, namely with a mean value of 4.325 and a TCR of 86.5% with a high category. This explains the respondents agreed on the leveling that understanding the modules given by the widyaiswara. In this variable, all statements get a mean value above 4 with a high TCR and the whole in the high category.

### **E-Learning Methods**

The implementation of learning is usually carried out face-to-face. Face-to-face learning often focuses on teachers following a structured design (Kierner et al., 2018). This face-to-face learning provides a supportive social context by sharing responsibilities during the learning process and sharing control during thought processes that foster the fulfillment of basic

psychological needs, namely autonomy and competence. Independence can be seen from the freedom of students to determine their behavior and teachers who have full authority in dealing with situations that occur in the classroom. Competence refers to communicating the teacher's expectations about learning objectives, the learning process, learning guidelines, and optimizing the feedback and challenge process.

Based on the results of data processing, it can be seen that the e-learning method used by latsar training participants with a total of 120 respondents is categorized as high, this can be seen from the mean value with a high Respondent Achievement Rate. In this variable, the statement in point 5 gets the highest mean and TCR values compared to the other point statements in this variable, namely the mean of 4.408 and the TCR of 88.16% with the high category. This explains that respondents agreed with the statement that e-learning methods are easily accessible anywhere and anytime as long as the internet network is still supportive. While the statement in point 7 is the statement with the lowest value in this variable, namely with a mean value of 3.26 and a TCR of 65.167% with a medium category. This explains that respondents agreed with the statement that they did not understand the material presented by the widyaiswara during online compared to the in-person learning process. In this variable, all statements get a mean value above 4 with a high TCR and a large number of high categories and there are only 2 statements with a medium category

### **Customer Satisfaction**

J. Supranto in Aminullah (2018), quoting Philip Kotler, put forward a method of measuring customer satisfaction, namely 1) Directly report satisfaction, which is to ask the level of customer satisfaction with the company's service, both as a whole and in particular, which will get answers ranging from very dissatisfied to very satisfied; which is then presented in the form of a data diagram; 2) Derived dissatisfaction i.e. by asking customers to participate in assessing the current quality of service and being asked how they think it should be; 3) Problem analysis, namely asking what are the customer's obstacles in getting services and ask for advice as material for future correction; 4) Importance/performance ratings i.e. asking customers about the importance of each service and how the company provides each service.

Based on the results of data processing, it can be seen that customer satisfaction from training participants latsar with the number of 120 respondents is categorized as high, this can be seen from the mean value with a high Respondent Achievement Rate. In this variable, the statement in point 7 gets the highest mean and TCR values compared to the other point statements in this variable, namely the mean of 4.65 and the TCR of 93% with the high category. This explains that respondents agreed with the statement that the instructor's ability to answer participants' questions was latsar. While the statement in point 1 is a statement with a high value in this variable, namely with a mean value of 4.23 and a TCR of 84.67% with a high category. This explains the respondents agreeing on the statement that the modules available within the MOOC application by self-study are clear and easy to read and understand. In this variable, all statements get a mean value above 4 and the whole is in the high category.

## **CONCLUSION**

Based on the results of research on competency analysis, individual behavior and training participant satisfaction in the Covid-19 pandemic era at the Bukittinggi Regional Human Resource Development Center (PPSDM), namely: 1) Competency got the highest mean score of 4.675 and TCR of 93.5% is already very good. 2) Individual behavior, getting the highest mean value of 4.325 and TCR of 86.5% is good. 3) The e-learning method is the statement with the lowest value, namely with a mean value of 3.26 and TCR of 65.167% knowledge which is still low. 4) Customer satisfaction of getting the highest score of the mean is 4.65 and the TCR is 93% with the good category. It can be concluded that of the 4 variables, 3 of them with a high category are good while the low category is in the knowledge variable of e-learning learning methods.

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